



Scotland



3,000
employees



2,500
services per day



107m
passenger journeys
per year



359
stations



2,800
miles of track

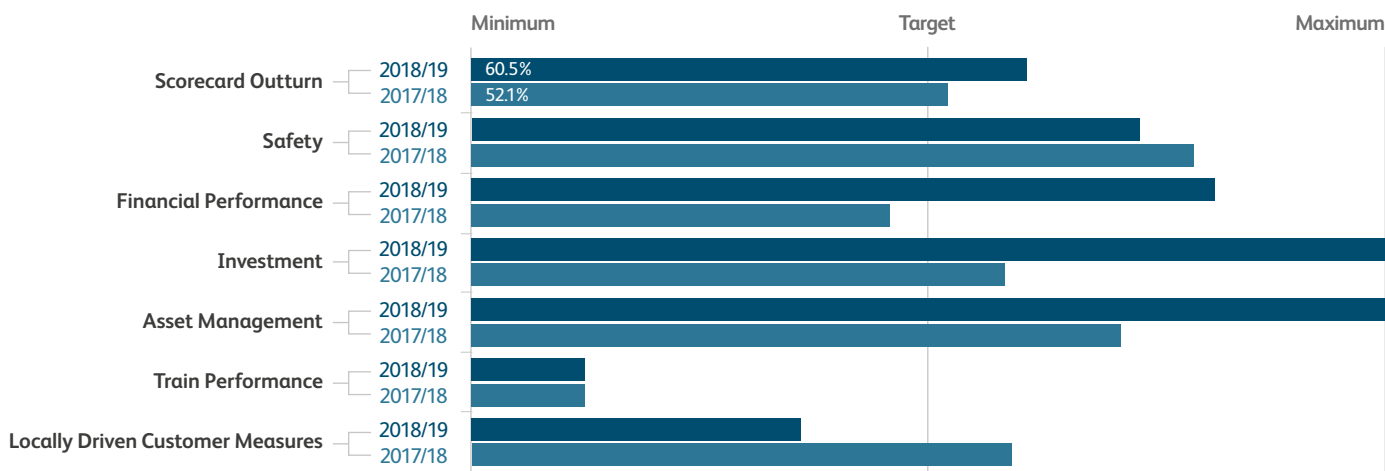
Network Rail Scotland route manages and maintains more than 2,800 miles of track and 359 stations on a network which carries over 107 million passengers a year and runs more than 2,500 services a day. The route looks after world-famous structures such as the Forth Bridge and Glenfinnan Viaduct and serves a wide variety of needs, from the commuter routes around our major cities to rural railways running through the west Highlands and far north of the country.

Network Rail Scotland employs nearly 3,000 people and engages over 160 suppliers, while the rail industry as a whole is key to Scotland's success – contributing up to £1.3bn each year to the economy. In Scotland, Network Rail

operates in a deep partnership with Abellio ScotRail under a joint managing director as part of the ScotRail Alliance. The route also maintains strong relationships with cross-border passenger and freight operators and works closely with the Scottish Government and other stakeholders to deliver a railway that meets the needs of passengers and businesses.

In the next year Network Rail will undergo some changes in the way our organisation is structured. This includes a shift from nine route businesses to 14, which will be supported by five Network Rail regions. As part of these changes a new region called Scotland's Railway will be created, which will support the current Scotland route.

Key scorecard targets Scotland continued



➤ Train performance

Scotland’s railway has struggled to deliver performance at the level required this year. Throughout 2018/19, the ScotRail Alliance has been working closely to deliver the 20 recommendations provided by independent industry expert, Nick Donovan.

A programme management office was deployed in 2018 to control and manage the delivery of the Donovan review, while also monitoring any additional performance projects. Nichols were jointly commissioned by the Office of Rail and Road (ORR) and Network Rail to review Scotland’s implementation of the Donovan recommendations, within which several areas of best practice were identified.

Throughout the year, asset and fleet reliability have both improved, although public performance measure (PPM) failures per incident continues to be a challenge.

➤ Locally driven customer measures

Passenger satisfaction has fallen to 79 per cent, reflecting the poor performance delivered by the ScotRail Alliance in the last year. Leisure travellers’ satisfaction, however, was at its highest level since 2016 at 91 per cent.

Despite a 16 per cent increase in complaints and enquiries in 2018/19, which was expected given the intensification of engineering works across the route, response times improved by 25 per cent.

➤ Safety

The lost time injury frequency rate (LTIFR) increased significantly in 2018/19. Tragically, there was also a fatal accident on the route when a member of contractor staff died at Bearsden Station following a fall from a step ladder.

Case Study

➤ Putting passengers first

Scottish Network Improvement Fund

In 2018/19 teams across Scotland worked hard to develop a multi-million-pound investment programme to improve the service we offer our customers.

The Scottish Network Improvement Fund delivered £160m of investment across the country, targeting every aspect of our business. The 228 projects to benefit from the fund will boost performance and customers satisfaction for years to come.

Improvements delivered for our passengers included new lifts and footbridges at Addiewell, Cleland and Fauldhouse stations, resurfaced the car parks at 23 stations and new customer information screens at 30 rural locations, all designed to improve passenger experience on the network.

The fund also helped improve freight connectivity with a new connection constructed at Blackford in Perthshire and saw station buildings improved across Scotland, including the renewal of the platform canopies and roofs at Aberdeen and Kilmarnock.

Scotland continued

Most accidents were caused by slips, trips and falls and related to access and egress from worksites or involved manual handling. Reviews are underway into standardised site lighting and better use of mechanical aids.

No lost time accidents occurred in Scotland this year as a result of staff being involved in a road traffic collision – it’s clear the rollout of the vehicle speed warning system and drivers’ mandate has had a positive effect.

For the second year running Scotland achieved full compliance with the assessment process for detecting hand arm vibration syndrome (HAVS) in our workforce.

➤ Financial performance

The route’s overall financial performance was better than target due to a strong performance in renewals. This was mainly due to effective risk management on major signalling schemes at Motherwell North and Polmadie & Rutherglen.

Financial performance was negatively impacted by overall train performance throughout the year, as a result of Storms Ali and Callum, and the prolonged period of hot weather last summer.

In enhancements, there were revised cost target baselines agreed for the Edinburgh Glasgow Improvement Programme, which helped offset the negative financial performance of the Stirling-Dunblane-Alloa project, where costs increased due to the revised programme required to achieve the ORR completion milestone.

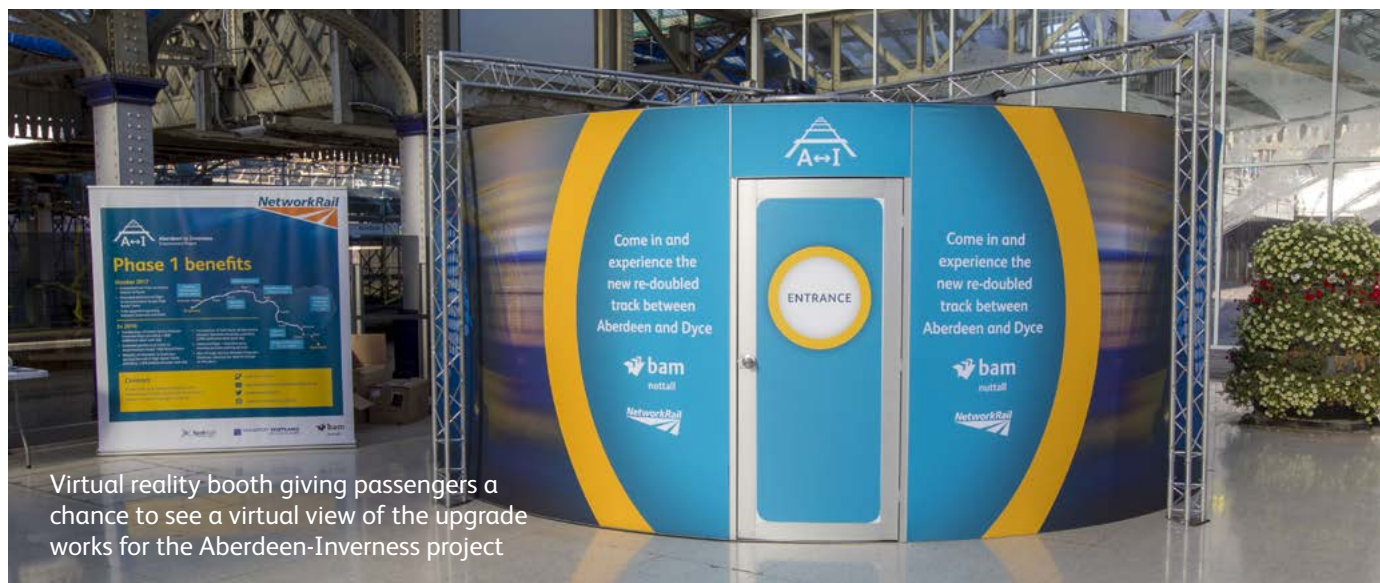
➤ Asset management

Scotland made good progress in reducing service affecting failures, bettering the composite reliability index target and the annual asset failure targets. Improvements were driven through focusing on the reliability of assets most critical to train performance. Successes include the installation of new LED light engines, OLE reliability improvements and further use of intelligent infrastructure to identify potential failures.

The route has continued to invest in its asset improvement programme (AIP) to reduce the quantum of asset failures. Over the last three years this targeted spend has delivered over £24m of improvements.

Scotland exceeded target for the six key renewal volumes on the scorecard.

Activities in the year



Virtual reality booth giving passengers a chance to see a virtual view of the upgrade works for the Aberdeen-Inverness project

This year saw the delivery of significant major enhancements across the Scotland route. The Stirling-Dunblane-Alloa electrification project was completed to programme in December 2018 while the Grangemouth

Freight Branch was electrified in March 2019. The project to electrify the Shotts line (Holytown Junction to Mid-Calder Junction) was also successfully completed in the same month. We also delivered the Motherwell North

Scotland continued

and Polmadie and Rutherglen Renewals signalling schemes. Extensive works, including to signalling and gauging, were also undertaken across the route to prepare the network for the introduction of new fleets.

The redevelopment of Queen Street station continued apace, with the extension of Platform 1 to accommodate 4-car length trains completing in May 2018. The overall redevelopment is due to be finished in March 2020.

At Edinburgh Waverley, extensions to platforms five and six entered service in February 2019. These longer platforms at the east of the station provide additional capacity for ScotRail and LNER services.

The Highland Main Line project finished on time and at half the original budget. The project has created capacity for more services and improved journey time between Glasgow, Edinburgh and Inverness.

In the year ahead

In 2019/20, the route will continue to deliver major enhancement schemes with the Aberdeen-Inverness Improvement Project set to complete the double-tracking of the line between Aberdeen and Inverurie in summer 2019. This project will deliver an hourly service between Elgin and Inverness, additional Elgin-Aberdeen early morning and late evening services, and a half-hourly service all day between Inverurie and Aberdeen from December 2019, with extra services at peak times.

The route will also continue its focus on driving down infrastructure faults and improving the service we provide to passengers. The planned investment in Control Period 6

(CP6), which starts this financial year, represents the biggest ever devolved budget for the route and will see increased spend on the day-to-day running of the railway.

To deliver our targets, we will need to improve asset reliability and our CP6 plans reflect this – having been structured to deliver increased resilience to weather events, reduce disruption and improved reliability. Our plans also make greater allowance for more autonomy in decision-making, with teams more able to identify and deliver improvement schemes to drive improved performance at a local level.

Efficiencies

The Highland Main Line Enhancements project

A £57 million programme of upgrades on the Highland Main Line between Perth and Inverness was delivered for half its original budget due to close collaboration between Network Rail and train operators.

Working closely with ScotRail, the project team were able to identify ways to reduce the amount of infrastructure work required through changes to rolling stock and timetabling.

Infrastructure enhancements at Aviemore and Pitlochry stations have now allowed High Speed Trains to be used on the route by ScotRail, which better handle the steep gradients on the line.

Completed in March 2019, the project delivered an hourly service between Perth and Inverness, with an average end to end journey time improvement of around 10 minutes and more efficient freight operations on the route.

Case Study

Alex Hynes,

route managing director, Scotland



15 July 2019